

09:58

The Servant Leadership Challenge



CDR Maurice "Moe" Buford
USS Abraham Lincoln
Command Chaplain

General Lejeune on Servant Leadership



The relation between officers and enlisted men should in no sense be that of **superior** and **inferior** nor that of **master** and **servant**, but rather that of teacher and scholar. In fact, it should partake of the nature of the relation between father (or mother) and son (or daughter), to the extent that officers, especially commanders, are responsible for the physical, mental, and moral welfare, as well as the discipline and military training of the men under their command who are serving the Nation in the Marine Corps.

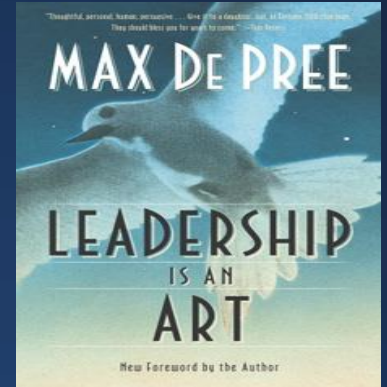
The "Best Test" of a Servant Leader



Robert Greenleaf

"The best test (of a servant-leader) and difficult to administer, is: do those served **grow as persons; do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become **servants**? And, what is the effect on the least privileged in society; will they benefit, or, at least, will they not be further deprived?"**

The work of a Servant Leader



Servant Leadership Discussion Guidelines

Transparency

Respect the opinions of others

Attack principles NOT personalities

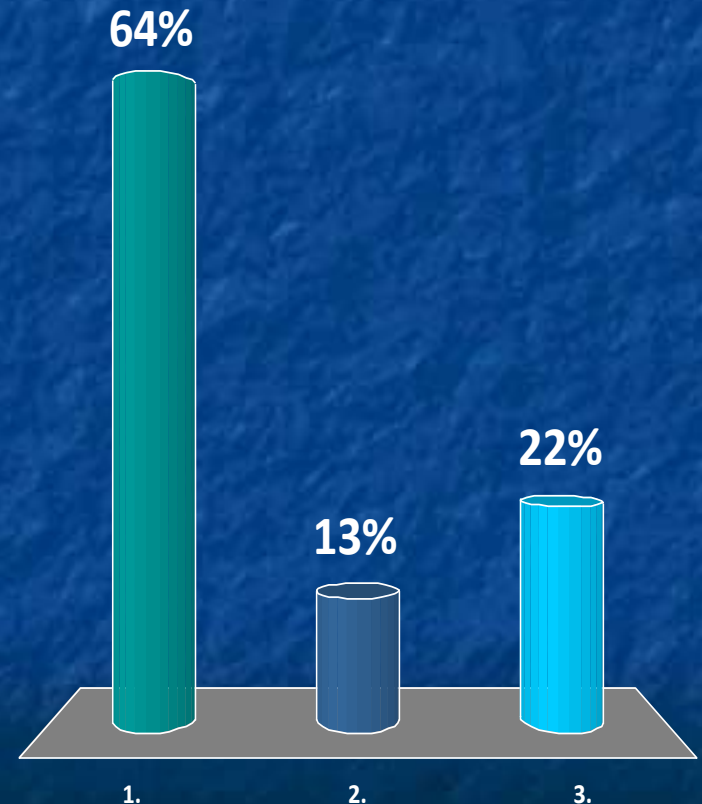
Involvement of all Marines

Non attribution Zone



Is it possible to lead others without getting your hands dirty (i.e. not compromise your honor and integrity)?

1. Yes
2. No
3. Hands will become partially dirty



Mean = 1.58

In small groups, (1) While discussing the results of the “dirty hands” question, explain the possible logic behind the responses of your peers
(2) and list the top **six possible reasons** why some leaders behave unethically & consequently get relieved of duty. Please select someone to be the spokesperson of your group.



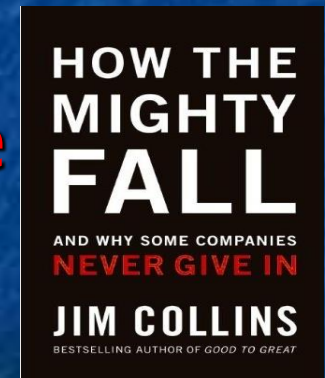
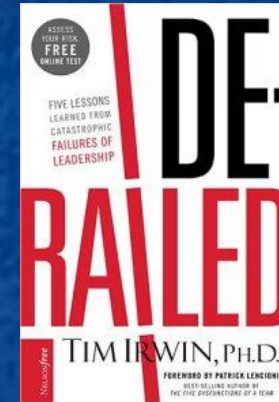
Top Reasons for Unethical Behavior



The books "***How the Mighty Fall***" & "***Derailed***" delineates an empirical explanation of leader derailment.

The stages include:

- Failure of self / other awareness
- Hubris born of Success
- Undisciplined pursuit of more (too political)
- Denial of risk and peril (don't listen)
- Grasping for Salvation (right thing with the wrong motive)
- Derailment



The Roots of Success

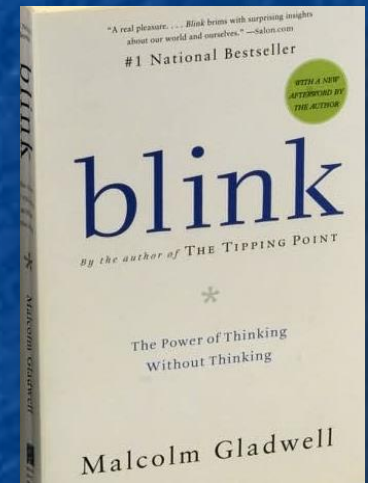
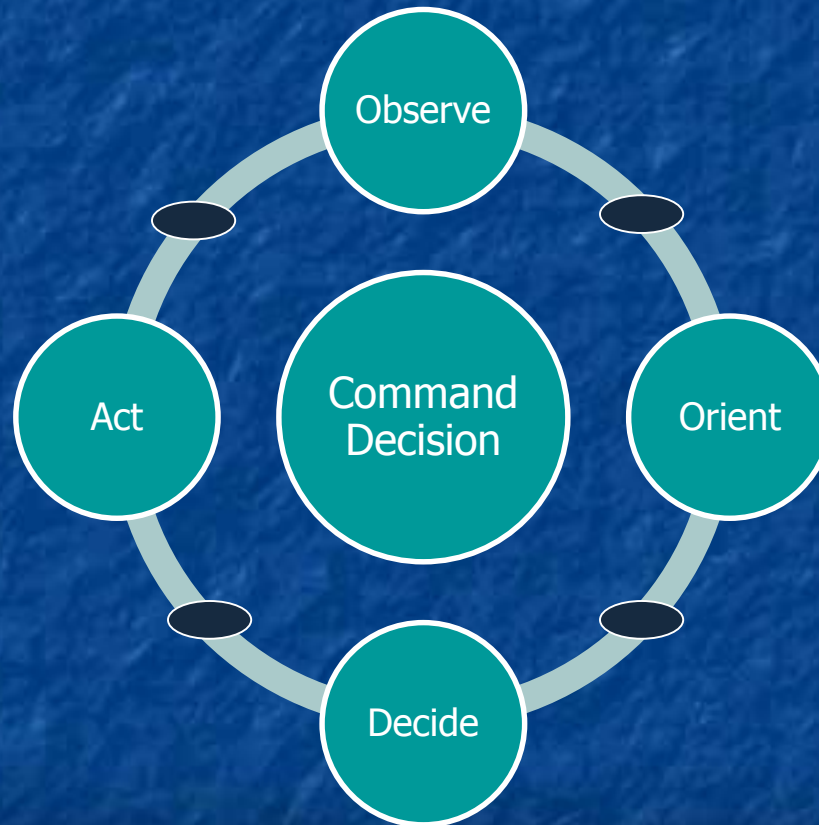
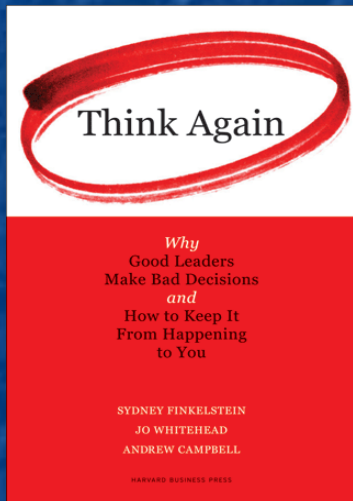


A sepia-toned photograph of a large, mature tree in a park. The tree's trunk is thick and textured, and its roots are exposed and spread out across the ground in the foreground. The background shows a grassy field and other trees in the distance.

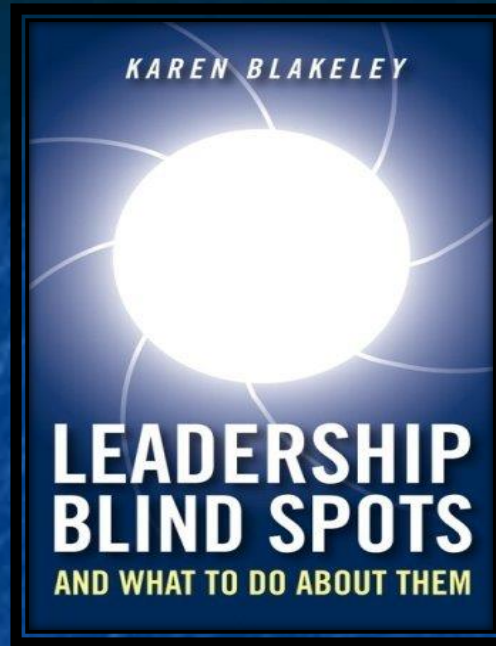
PERSONALITY

CHARACTER

Is your OODA Loop Calibrated for the next level?



10 in 100 leaders will fail due to their blind spots ₁



Leadership blind spots are unproductive behaviors that are invisible to us but glaring to everyone else. Our behavioral blind spots create dire and unintended consequences: They **corrupt decision-making**, reduce our scope of awareness, create enemies, destroy careers, and sabotage business results. In good times blind spots are annoying and frustrating; in tough times they can be lethal.

Humble Servant
Leaders are green
& growing.



Take Responsibility
Ambitious for the team
Teachable Spirit
Curiosity
Self-awareness

Hubris Leaders are
ripe, & getting
spoiled.



Throw folk under the bus
Ambitious for Rank
"I got it" mindset
An autocratic approach
Detached

The Six Basic Blind Spots of Leaders

	Known by Self	Unknown by Self
Known by Others	OPEN ARENA	BLIND SPOT
Unknown by Others	FACADE	UNKNOWN

A Singular Perspective

Insecurity

Moodiness

Devaluing People

Burn out

An Out of Control Ego¹

5 Point Plan to calibrate our “Blind Spots”



360 Degree Feedback

Executive Coaching **BEFORE** command

***Give someone permission to hold us
accountable **while in** command***

***Read, reflect & listen to monthly
ethical leadership materials***

***"There is no substitute for the spiritual
in warfare" – General Lejeune***

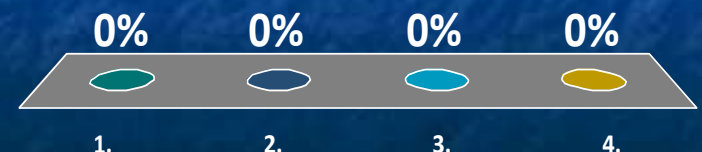
A Case of a Talented Company Commander

Your #1 Company Commander has just been arrested for DUI one week before deployment. Additionally, you learn that his spouse is leaving him because he was unfaithful & that he has PTSD. This company commander is critical to mission accomplishment & has a reputation of get things done! Moreover, Marines believe there is a double standard in the battalion when it comes down to accountability.



Regarding the case of a talented company commander, how should you respond?

1. Terminate (Relieve him of command)
2. Treat (Order him to seek help)
3. Tolerate (Do nothing)
4. Take a different COA



Mean =

In small groups please, (1) Discuss the results – be sure to defend your point with examples. (2) Define trust & explain why it is important to mission readiness? (3) What are the top symptoms of a **low trust** command and (4) how can a leader restore organizational trust?

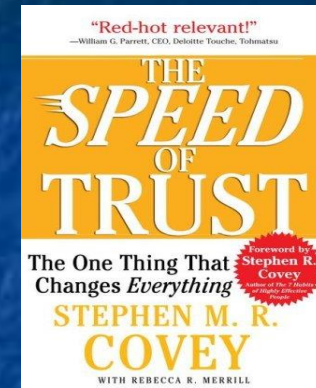
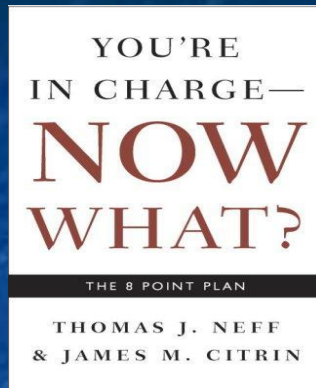


What is the cost of low command trust?

“Widespread distrust in a society imposes a kind of tax on all forms of economic activity, a tax that high-trust societies do not have to pay.”

Francis Fukuyama

Habit 2 - Tools to build an ethical command



Appreciate what you want to Appreciate (recognition)

Use the sections in fitness reports (measurements)

Incorporate ethical decision games (EDG's)

*Put the right people on the bus & in the right seats
(Social learning theory)*

*Start Smart
(Your first 100 days will set the tone)*

Communicating good order & discipline



The Curse of Loyalty



If you ask people for **loyalty**, you owe them integrity and honesty in return. You don't just owe them loyalty. Loyalty itself does not ensure honesty, credibility, competence, or **ethical performance**. If you don't find these qualities in your leaders, how can you be loyal to them? How can you be loyal to lies or corrupt practices?

General Tony Zinni

A Courageous Conversation?



Question

- Who was right?
- Did the CMC respond morally?
- How did this impact the command, mission, & the nation?
- How would you respond?

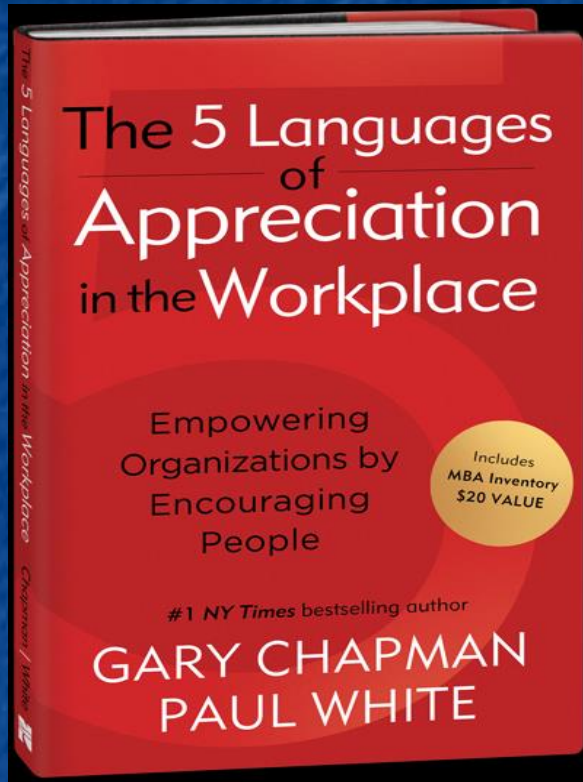


Exercise



Need 3 Volunteers

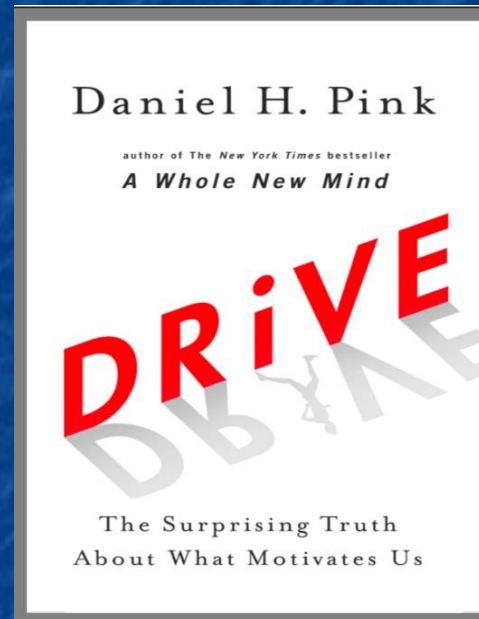
III. Usage of Workplace Language



- Words of Affirmation (BZ)
- Quality Time (Professional meetings with seniors)
- Acts of Service (Getting the job done)
- Legal Gifts (time off)
- Acceptable Physical touch (put on back, high five)

What's your workplace language?

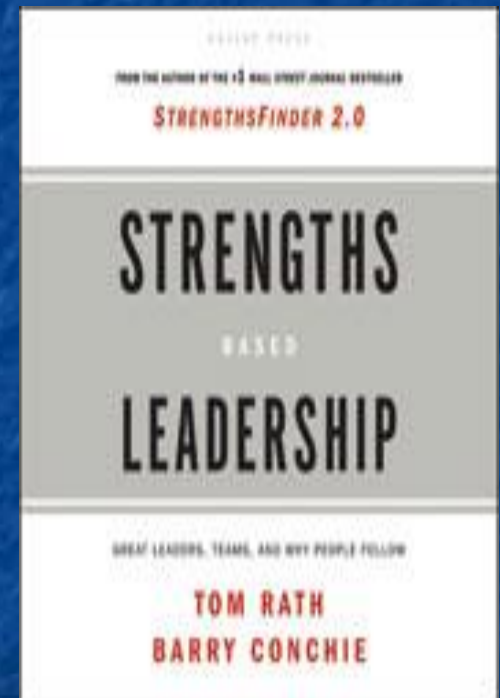
What people want in an Organization



- **Autonomy** (desire to direct our own way)
- **Mastery** (urge to get better and better)
- **Purpose** (connected to something bigger)

The four empirical questions followers ask their leaders.

- 1. Can I Trust You?**
- 2. Are you a compassionate leader?**
- 3. Will you create a stable work environment?**
- 4. Can you inspire me?**



Buford's answer to the research question



Jean Paul Sartre
"Dirty Hands"

Is it possible to lead in combat without getting your hands dirty (i.e. compromising your personal integrity)?

The three types of governing (command) hands



"Dirty Hands"

Leaders that don't utilize their ethical resources & consequently cripple the command



"Dirty but covered hands"

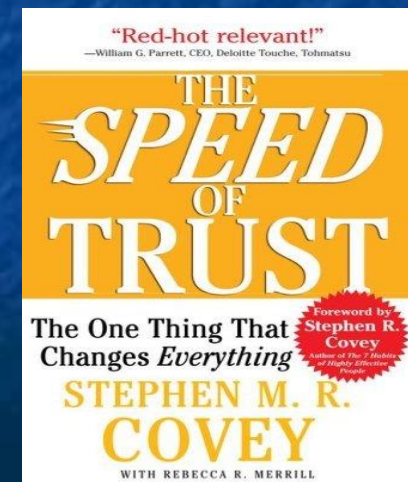
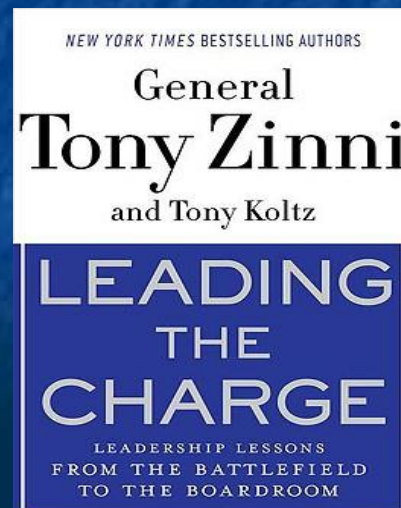
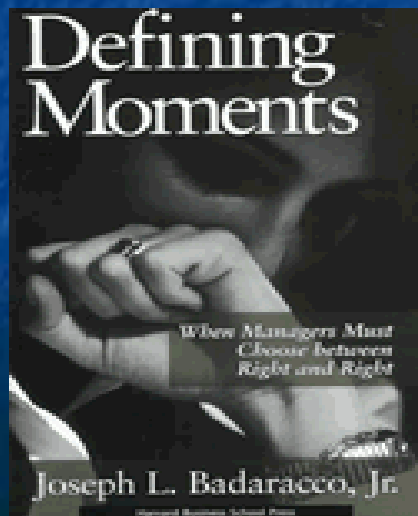
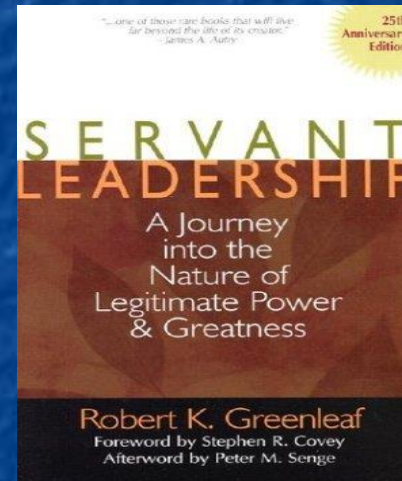
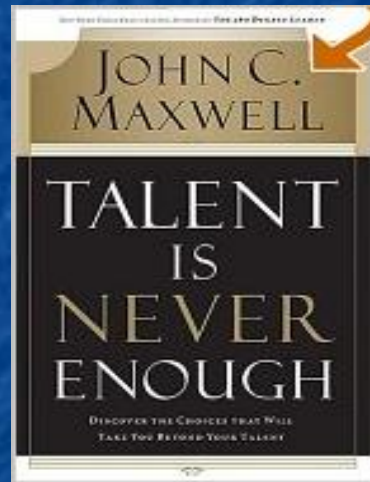
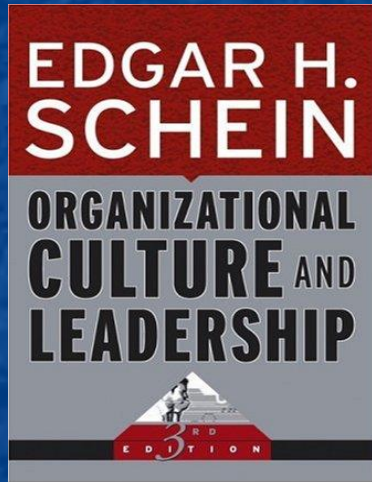
Leaders that rise to the top but don't stay... because they don't tap into ethical resources.



"Clean Hands"

Leaders that understand their own limitations and utilize their ethical resources...

Recommended Books to take your ethical game to the next level!



A Marine's Ethical Tool Box



The Blind Spot by Dr. John Maxwell
A Leader's Guide to understand Combat Stress
The Ethical War Gaming Series
Ethical Case Studies

***If your boss demands loyalty...give him integrity, if he demands integrity...give him loyalty. Take the time to think about the important things - that is why you are a **leader**.
– Commander's survey***